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ANNUAL REPORT
OF THE
ADMINISTRATIVE SERVICES DEPARTMENT

July 7, 1978.

HON. KEVIN H. WHITE,
Mayor of Boston.

Dear Mr. Mayor:

In accordance with the provisions of chapter 3, section 25, of the Revised Ordinances of 1961, we are pleased to submit herewith the twenty-fourth Annual Report of the Administrative Services Department for the fiscal year commencing July 1, 1977, and ending June 30, 1978.

Under the provisions of chapter 4, section 1 of the above-mentioned ordinances, the Administrative Services Department is in charge of a Board, consisting of an officer known as the Director of Administrative Services who is Chairman of the Board; an officer known as the Deputy Director for Fiscal Affairs; an officer known as the Supervisor of Personnel; an officer known as Supervisor of Labor Relations; an officer known as the Purchasing Agent; and the Commissioner of Assessing, the City Auditor, and the Collector-Treasurer, *ex officio*.

The following changes occurred in the Administrative Services Board during the past fiscal year:

- a) Supervisor of Labor Relations — Robert Holland resigned as of November 1, 1977, and Richard Meyer was appointed Supervisor of Labor Relations, effective November 2, 1977.

- b) Deputy Director for Fiscal Affairs — This position remained unfilled as of June 30, 1978.
- c) Supervisor of Personnel — Robert Freeley resigned as Supervisor of Personnel as of August 2, 1977, to accept the position of Executive Secretary of the Administrative Services Board on August 3, 1977. John E. Murphy, Jr. was appointed Supervisor of Personnel to fill that vacancy on August 2, 1977.

Informal meetings of the various Board members with the Director during the twelve-month period were common occurrences. As stated in previous reports, we believe that more can be accomplished, in many instances where important issues are not at stake, by resorting to informal meetings with department heads who serve as members of the Board rather than setting up formal meetings where subjects discussed may have little interest to certain members.

This division processed all requests from the City Council for information under section 17F, chapter 452 of the Acts of 1948 from your Honor and your department heads.

A substantial volume of correspondence addressed either to the Director or the Executive Secretary, or referred to this division by other governmental agencies, which, in many instances, required extensive research or review, was also processed and replies thereto prepared for appropriate signatures.

As our principal expenditures for the division were for personal and contractual services and copies of an itemized statement have already been submitted to you and the City Council, there is no need for resubmitting this information in this report.

Personnel Division — In-Service Training Unit

In-service training and employee development continued to be a major function of the Personnel Division throughout the year. The training programs offered continued to expand as more and more resources were identified and developed. For example, the Institute of Governmental Services of the University of Massachusetts provides two, one hundred-hour courses in Municipal Management and two, sixty-hour courses in Supervision and as of this writing, Boston State College has committed itself to con-

duct three undergraduate, college courses at Boston City Hall. Besides these aforementioned courses, city employees continued to participate in previously established educational and training programs being offered by such institutions as: Boston State College, Bunker Hill Community College, Hickox School, Massachusetts Bay Community College, Northeastern University, and Suffolk University. Approximately 225 employees took advantage of these training opportunities.

During the past year the Training Unit has been attempting to finalize and formalize many new and innovative policies and procedures. It is the attitude of the Training Unit that "Training" is the process of aiding employees to gain effectiveness in their present and future work through the development of appropriate habits of thought and action, skill, knowledge, and attitudes. Furthermore, the following requirements must be met before the activity is considered training.

1. Training must *help* the employee increase his competence. When an employee becomes more effective in his work entirely through his own effort to improve himself, this is not considered training.
2. Training must *effect a change* in the work habits of the employee, in his attitude toward his job, and in the information and knowledge which he applies in his daily work.
3. Training must be *related to specific jobs*. The employee may participate in a variety of educational programs which are not termed training because their relation to his present assignment or to tasks to which he may be assigned in the future is remote or nonexistent.

It is with this attitude and three requirements by which the Training Unit will operate for the forthcoming year.

The Inservice Training Unit and Classification and Compensation Section are working together in an attempt to develop a training program which will instruct individuals in the task of illustrating organization relationships. This data will assist in the streamlining of the budget amendment process — a goal of the Classification and Compensation Section.

Health Benefit and Insurance Unit

The amount of benefits paid during the year 1978 for Blue Cross-Blue Shield coverage in behalf of the city and county employees or membership of their families totaled approximately \$14,897,819.

This program has contributed substantially to the security and morale of all employees who are enrolled. We will always endeavor to procure the best type of plan obtainable at the lowest cost to both the employee and the city government.

A study is being conducted in several other areas of administration with a view to applying modern methods and techniques to our daily operations.

Budget Division

The Budget Division prepares the annual budget, submits necessary supplementary budgets, and makes subsequent revisions of items within existing budgets. The Fiscal Year 1977-1978 Program Budget contained information about the types and amounts of proposed expenditures by budgetary groups and classes, the purposes for which they were to be made, and the proposed means of financing them.

Under the direction and leadership of the Supervisor of Budgets, the budget analysts, both seniors and principals, have reviewed all departmental budget requests during the previous fiscal year and made recommendations with an attempt to reduce expenditures without curtailing vital services. The analysts have also conducted management studies as part of the Budget Division's far greater role in the planning, conduct, and evaluation of Boston endeavors.

A key performance of the government is certainly the allocation of taxpayer's money so as to comply with his priorities. Therefore, during Fiscal Year 1977-1978, the Budget division continued its progress toward establishing controls over departmental expenditures. City, county, and school costs were emphasized, as were the development of tax rate parameters. Appropriations in the General Fund, Special Revenue Fund, and Capital Projects Fund continued to be monitored.

The Supervisor of Budgets and his staff will continue to assure that prior year's budgetary reports are appropriately

distributed and controlled in administering the budget of the current year and in preparing the budget for upcoming years. This is accomplished through the division's five-stage budget cycle of preparation, legislative enactment, administration, reporting, and postaudit.

Data Processing Unit

The Data Processing Unit of the Administrative Services Department is responsible for servicing all city departments and/or agencies in their data processing needs. Major services are now being performed for the following departments:

Assessing Department

- Real and Personal Billing

- First-Second Demand

- Four IBM Terminals — Inquiry

Auditing Department

- Payroll

- Appropriation Accounting

- Two Computer Optics Terminals

- One Computer Optics Printer — Inquiry/online

Police Department

- One IBM Terminal — Appropriation Accounting

- Consolidation — RJE Printer, Tapes, Card Reader, Card Printer

School Department

- T.S.O. Terminals:

 - Two, Burke High School

 - Three, Copley High School

 - Two, Dorchester High School

 - Two, English High School

 - One, Girls' Latin School

 - Two, Horace Mann High School

 - Two, Hyde Park High School

 - Two, Roslindale High School

 - Four, South Boston High School

 - Two, Technical High School

Administrative Services, Data Processing Unit

- Two IBM Terminals

- Ten Computer Optics Terminals

- Three Computer Optics Printers

- One, 3275 TSO

- One, 2741

- Two Portables

- Roxbury Court
 - Parking Ticket System
 - Consolidation — All Courts
 - Boston Municipal Court
 - Dorchester Court
 - South Boston Court
 - West Roxbury Court
 - Brighton Court
 - East Boston Court
 - Tow-Hold, Police
 - Cambridge Court
 - Salem Court
 - Other Cities/Towns
- Public Works Department
 - Water/Sewer
 - Terminals
 - Two IBM Terminals
 - Two Computer Optics Online/Inquiry Water Appropriation Accounting
- Public Facilities Department
 - One IBM Terminal, Appropriation Accounting
- Purchasing
 - One IBM Terminal Appropriation Accounting used by Budget

Purchasing Division

During the Fiscal Year 1977-78 this division issued contracts and orders totaling approximately \$28,536,660. This was an increase of \$5,536,660 from the previous fiscal year. The total number of purchase orders issued during the fiscal year was 16,753. There were approximately 11,330 requisitions processed and over 868 contracts in amounts ranging from \$2,000 to more than \$3,545,596.

The Emergency Petroleum Act of 1973, Mandatory Allocation Program for Middle Distillate Fuels, established by the Federal Energy Office, has been discontinued thus enabling this division to go out for public bids and award a contract for the period of July 1, 1977, through June 30, 1978, to the lowest responsible bidder. Due to the escalating clause which is included in all bids pertaining to fuel oil, it is impossible at this time to estimate the anticipated savings that will be realized by the City of Boston during this period. However, there is still a mandatory allocation program in effect by the Federal Energy Office

for gasoline, therefore, the city is obliged to purchase its gasoline requirements from those designated by the act without competitive bids.

The Office Machine Repair Unit of the Purchasing Division processed approximately 5,600 requests for inspections, overhauls, and repairs for typewriters, calculators, adding machines, etc. These services are estimated to save the city over \$120,000 annually.

The Surplus Property Unit, comprised of one Property Officer, disposed of all surplus property including junk from various city departments. He disposes of this surplus property as expeditiously as possible from its various locations. During this fiscal year all surplus automotive vehicles were auctioned off to the highest responsible bidder, rather than trading them in to dealers when purchasing new equipment. This innovation resulted in a 280 percent increase in the sale of surplus property during this period, for a total of \$76,942.23 against \$16,240.36 as shown in the last annual report.

Another comparatively new function of the Purchasing Division is the leasing and rental of equipment for all city departments, including the furnishing of automobiles, and this is still being done without additional personnel. The leasing of automobiles is mandatory for all federally funded programs. However, because of the tremendous increase in workload, it is still impossible to maintain proper records and we are still experiencing a serious backlog in the processing of completed orders. It is again urged that serious consideration be given to the assignment of additional permanent clerical personnel to eliminate this problem.

Due to the \$2,000 limit for purchasing materials and equipment without advertising for bids, we find that this is still impeding the function of this division and its ability to supply services and materials to all city departments. It is urged that consideration be given for approval to increase this limit to \$10,000 in the near future.

The Contract Unit of this division processed 868 contracts during this past fiscal year, which is an increase from the previous twelve-month period.

The Supervisor of Specifications and Standards, although hampered by a very limited budget for the testing and inspection of materials, is making spot checks with in-

dependent testing laboratories and with delivery checks. This function is providing insurance that the city is receiving a dollar's worth of value for each dollar spent. Although this section has instituted changes in contract and other legal forms to eliminate unnecessary delays caused by outmoded procedures, we are still hampered by the fact that vendors are reluctant to do business with the governmental agency, due to the delay in receiving payment. This is particularly true today due to the high interest rates that they must pay to borrow money in order for them to purchase equipment and materials from various manufacturers. There has been a slight improvement in eliminating these delays, due to the constant reminder to all city departments by the Purchasing Agent, and further improvement is expected. Mr. Chin recommends that the department be more adequately staffed with qualified, permanent personnel.

Printing Division

The Printing Section supplies all printing, binding, stationery and office supplies required by city departments.

The following is the payroll expenditure for twelve months from July 1, 1977, through June 30, 1978.

Permanent Employees	\$1,051,089
20-Contractual Services	70,000
30-Supplies & Materials	96,000
40-Current Charges & Obligations	8,012
50-Equipment	30,598
Total	<hr/> \$1,256,249

The number of printing and binding jobs received in the Printing Section in the fiscal year was 3,199. The cost of producing and delivering these orders was \$799,924.07. This amount would be charged to the city and county departments.

Charges against the Police Department and the Police Patrolmen's Association for steam was \$15,000.

Additional printed matter, with no record of cost, was produced by our men at the Printing Section City Hall Unit and the total salary for these three men in the unit amounted to \$35,135.

Office Supplies Account 1-01-46

Total Appropriation	\$30,000
Sales to City & County Departments	\$40,000

Out of the sixty employees there were: one resignation, three retirements, two temporary employees terminated, and one death.

Office of Labor Relations

Grievances submitted to OLR:

By:		
Patrolmen's Association	72	
Police Superior Officers Federation	33	
Total Police Grievances		105
Library Professionals Association	10	
Library Nonprofessional (AFSCME) 1526	22	
Total Library Grievances		32
Other AFSCME Locals	46	
Local 285, SEIU	37	
Other Unions	8	
Total of all Grievances Filed at OLR		228

Grievance hearings held:

Number of grievances heard	200
Number of days hearings held	89

Grievances submitted to Arbitration:

By:		
Patrolmen's Association	66	
Police Superior Officers Federation	11	
Total Police submissions to Arbitration		77
Local 285, SEIU	13	
Library Professionals Association	1	
Library Nonprofessionals (AFSCME 1526)	7	
Other AFSCME Locals	7	
Other Unions	4	
Total Grievances submitted to Arbitration		109

Compensation Grade Appeals submitted to Arbitration	3
Contract Arbitration "Final Offer" Panel Arbitration	3

Total of all submissions to arbitration115

Arbitration Cases Argued:

Grievance Arbitrations:

	Number cases	Argued on No. days	Number in Sessions
Patrolmen's Association	51	55	55
Police Superior Officers	10	10	11
Library Professional Assoc.	5	3	5
Library Nonprofessionals	2	2	2
Other AFSCME Locals	4	4	4
Local 285	10	9	10
Other Unions	3	5	5
Total Grievances	85	88	92
Compensation Grade Appeals	3	3	3
Contract "Final Offer"	3	9	9
	91	100	104

Grievance Arbitration Awards/Dispositions:

Union:	In favor of City	Split Awards	In favor of Union	Settled &/or Withdrawn	Held	Stip. Award
B.P.P.A.	29*	3	23*	19	8	4
Police Superior Officers.....	5	3	1	1		1
Local 285	4		2	2	7	1
AFSCME	5		2	2	1	
BPL Profes- sionals.....	1					
Other Unions ...			2	1		
	<u>44</u>	<u>6</u>	<u>30</u>	<u>25</u>	<u>16</u>	<u>6</u>

Total127

*B.P.P.A. filed Petition to Vacate Award in two cases; City filed Petition to Vacate Award in four cases.

Labor Contract Fact-Finding Cases:

Board of Conciliation and Arbitration Cases:

- PF-124-77 Boston Police Superior Officers Federation Union's offer selected.
- PF- 15-78 Local 103, International Brotherhood of Electrical Workers — settled.
- PF- 47-78 AFSCME Local 419, 1134 — city's offer selected.
- PS162-78 Boston School Committee and Boston Teachers Union, Loc., 66 — settled.

Sessions re mediation and fact finding held on eighteen days.

Labor Contract Final Offer Arbitrations:

- PF- 37-77 Boston Fire Fighters Local 718 — Union's offer selected.
- PF- 71-77 Boston Police Patrolmen's Association — Union's offer selected.

Before the Massachusetts Board of Conciliation and Arbitration:

Petitions were filed during FY 1978 as follows:

- MCR (Clarification of Union Representation) 3
- CAS (Clarification of Employee Status)..... 3
- MUP (Unfair Labor Practice) charges brought by Unions against the City ... 31
- MUPL (Unfair Labor Practice) charges brought by the City against Unions..... 4

Total of Petitions filed at the Labor Relations Commission.....41

Hearings and Conferences before the Labor Relations Commission on numerous cases.....80

Superior Court Cases Argued16

Appeals Court Cases Briefs/Argued 3

Supreme Judicial Court Cases Argued 1

Total all court cases argued: 20

Contracts Negotiated and Executed:

- Full Agreements with various Unions9
- Amendments to Agreements8

Total Number of Negotiated Contracts17

Approximate number of days of negotiation of the seventeen contracts70

The Office of Labor Relations, during the FY 1978 period, was comprised of a supervisor, four attorneys, one hearing officer, one analyst, one administrative secretary and two assistant secretaries.

Respectfully submitted,

EDWARD T. SULLIVAN, *Chairman*
Director of Administrative Services

WILLIAM P. MCNEILL,
Acting Supervisor of Budgets

BARBARA CAMERON
Commissioner of Assessing

FRANK F. CHIN
Purchasing Agent

JOHN E. MURPHY, JR.
Supervisor of Personnel

RICHARD F. MEYER
Supervisor of Labor Relations

JAMES V. YOUNG
Collector-Treasurer

WALTER W. MERRILL
City Auditor

ROBERT A. FREELEY,
Executive Secretary.

SECTION II

ANNUAL REPORT

of the

PUBLIC SAFETY COMMISSION

1977 — 1978

July 7, 1978.

HON. KEVIN H. WHITE,
Mayor of Boston.

Dear Mr. Mayor:

In accordance with the provisions of chapter 3, section 25 of the Revised Ordinances of 1961, we are pleased to submit herewith the twenty-second Annual Report of the Public Safety Commission for the fiscal year commencing July 1, 1977, and ending June 30, 1978.

The chief function of this Commission under the provisions of chapter 203, Acts of 1959, as amended by chapter 194, Acts of 1961 and chapter 656 Acts of 1965 is to coor-

dinate the work of all departments concerned with public safety, to the end that there may be efficient and concerted action by said departments, particularly in times of emergency and/or disaster. Under provisions of chapter 4, section 9 of the Revised Ordinances of 1961, this Commission is an integral part of the Administrative Services Department.

The members of this Commission, including the Executive Secretary to this Commission, serve without an appropriation of any character, thereby obviating the necessity of submitting a financial statement covering expenditures.

In accordance with statutory requirements, regular meetings were held monthly during the twelve-month period from July 1, 1977, to June 30, 1978, in the office of the Vice-Mayor, Director of Administrative Services on the following dates:

1977; July 20, August 17, September 21, October 19, November 16, December 14.

1978: January 18, February 22, March 15, April 19, May 17, June 21.

There was one change in Board membership in the twelve-month period. William T. Noonan resigned as Commissioner of Traffic and Parking on December 31, 1977. Robert Drummond was Acting Commissioner until April 1, 1978, when Emily Lloyd was appointed Commissioner of Traffic and Parking.

As the responsibilities of the Commission are more or less limited to coordinating the functions of the various public safety agencies within the city government, and the Commission is not vested with enforcement authority in any of the areas associated with public safety, we nevertheless review and recommend for study and consideration all matters directed to our attention that apply to the health and safety of our community.

Our deliberations and discussions during the past year were held, as stated previously, on a monthly basis and concerned routine safety matters in which coordination and cooperation of all public safety agencies were stressed upon each occasion.

Through the coordination and cooperation of all public safety agencies represented on this Commission and through the initiation of many innovative programs recommended by you, many areas of public health and

safety were improved upon during the past year and a listing of some of the more important public safety reports and/or major improvements and innovations follow herewith.

In July, the city addressed a problem of a potential power blackout as had occurred in New York City, which resulted in a complete stoppage of electrical power. The Commission raised the following questions and coordinated subsequent procedures and practices:

1. Maintenance of emergency generators at Boston City Hospital.
2. Reestablishment of a central communication center at City Hall.
3. The availability of gasoline and diesel generators in fire stations.
4. Back-up radio station to be installed at City Hall.
5. Review of pumping stations and water distribution plans with the M.D.C. Public Works to monitor water pressures.
6. Traffic patterns to be analyzed. Consideration of halting traffic entering the city. Identification cards or decals to be issued for public safety employees.
7. Plans for mobilizing police.
8. Coordination of MBTA and School Department in transporting school children.
9. Plans for evacuation of personnel from tall buildings in Boston. Emergency generators to be employed to operate elevators.
10. Establishing priorities for power restoration in high crime areas.
11. Review of New England Tel & Tel emergency power capabilities.
12. Education of the public in conserving electrical energy by shutting off non-essential electrical appliances, including lights, and refrain from using the telephone.

Mr. Lydon of the Boston Edison Company outlined the location of power plants and the capabilities of each to borrow power from one another, to supply power to hospitals as needed as a high priority. Mr. Lydon estimated a period from two to six hours to restore power in the event of a blackout in the Boston area, due to new and advanced techniques.

Mr. Paul Lennon, Manager of Safety for the MBTA submitted the following report relative to operation of the "T" in the case of power failure.

"If local power companies that supply the T have a blackout, the Authority's present generating plants are capable of supplying enough power to operate rail lines in all subways. Buses would be substituted on the South Shore line from Andrew to Quincy. The remainder of the Red Line would operate Ashmont to Harvard. The Blue Line would run in its entirety. The Orange Line would run Forest Hills to Wellington where buses would operate Wellington to Oak Grove. All trains would operate on regular signals. Two-way radios would operate on power supplied by the back-up generator at 45 High Street, Boston. Trains caught in a power outage would have emergency lights. All streetcar lines would operate on signals with the exception of Reservoir to Riverside. This portion would have to be bused.

"Tunnels would lose the recently installed fluorescent lighting but the old invert lights would serve as a backup. If any emergency arose, employees would follow established emergency procedures as outlined in a rule book issued by the transportation department to T employees. This book explains emergency procedures for evacuating passengers, the location of emergency exits, gates, telephones, ladders, power switches in stations, and crossovers on all lines. Passenger control and emergency codes used with two-way radios is also explained in this book. Responsibility and emergency procedures for dispatchers, motormen, guards, inspectors, starters, and collectors are spelled out in this book. All employees of the T are required to read and understand emergency procedures that relate to their work. Above-mentioned employees receive a day's training each year. In addition evacuation drills are held periodically.

"Central Control at 45 High Street is equipped with a "hot line" to Power, Police, Fire, City Hall (Emergency Operation Center), Public Relations at Back Bay and A.D.T. These telephones would operate and be used in a blackout as would two-way radios to train equipment, buses, cars and emergency equipment on the street.

"The possibility of the T losing generating capabilities at the same time as outside power companies is remote.

“The Power Department expects within the next year and a half to be able to provide greater reliability and back up with the installation of a turbine engine that will be powered by jet fuel.

“The Authority has ten bus garages. Cabot Center is the only bus garage that would be able to operate during an A-C failure. This facility has a diesel operated auxiliary generator that would allow normal operations, including the pumping of unleaded gas from an underground tank having a capacity of 4,000 gallons. Also at this location are three underground tanks which, when full, contain 36,000 gallons of diesel fuel. This generator is load-tested weekly.

“If a blackout or threat of a blackout was received by the M.B.T.A., the Rapid Transit Lines dispatcher would immediately notify the Power Department, Fire and Police Departments, Rail Line Superintendent, Director of Operations, Chairman’s Office, and the surface lines dispatcher.

“Although a blackout would cause the T to operate at less than top efficiency, we would be able to function with a minimum of inconvenience to our passengers.”

Superintendent John Murphy of the Boston Fire Department supervised the installation of the radio back-up system installed at the top of City Hall connecting to the Emergency Operation Center in the basement of the City Hall. Cable was installed from the Radio Room in the EOC to the location of the base stations in the North Penthouse (top of City Hall). This provides control lines for the operation of remote consoles in the Radio Room to the base stations.

Power to the base stations is provided by the emergency generator at City Hall. Separately fused lines are provided to each agency’s base station so that failure in one station will not interrupt the others. A box was placed in the three 3-inch ducts from EOC to the roof in the HVAC room so that the control cable and the antenna cable would be easily accessible to the users.

Steel pipes were installed along the edge of the penthouse in order to provide adequate mounting facilities for each agency’s antenna.

In addition a television antenna was installed on the roof and a distribution amplifier in the EOC. The distribution amplifier will allow the operation of a number of TV

receivers in the EOC, plus an AM standard broadcast radio.

It is believed that at least two TV sets and AM radio are necessary for the operation of the EOC.

The TV and radio stations have access to national information sources that would greatly aid in making major decisions.

The study of vandalism was a major concern of your administration during this period and through a grant by the National Science Foundation a study of vandalism in the Department of Parks and Recreation was launched. Mr. Alvin Scott, Director of the study of vandalism stated at a Public Safety Committee meeting "There is no section of Boston immune to vandalism.

"Acts of abusive behavior led to damage of club house at Franklin Park, the Mason Pool in Roxbury, monuments in the Fenway, field houses in Dorchester, basketball courts in Hyde Park — over a million dollars damage to facilities of the Parks Department alone."

Mr. Scott stated that "most destruction begins as slight damage, even inadvertently, and escalates rapidly because of a delay in repair."

The study of vandalism is categorized into two approaches:

1. To study the "why a person becomes a vandal"; and
2. What can management do to reduce vandalism?

Mr. Scott points out that management is accountable for most of the vandalism. That decisions made by management directly relate to the level of vandalism. He points out that there are five major areas in which management must make proper decisions in order to reduce vandalism namely:

1. Staffing — time and effort in properly interviewing and researching for the right person for the right job. The personnel must be properly trained; their work performance must be monitored. There must be a fair and consistent approach to enforcing well publicized rules and regulations.
2. Programs — there must be an ongoing recreational program for all youths at all facilities at all times. To allow youths to use facilities without organized supervision leads to vandalism.
3. Maintenance — general maintenance is a deterrent to vandalism. Poor housekeeping invites vandalism.

4. Repairs — akin to maintenance is repair. Management must make every effort to repair any damage as soon as possible. In the minds of many youths, to further damage something already damaged is to do no wrong. However, the fact remains that a broken fence not repaired immediately leads to no fence at all.
5. Communication — it is imperative that management let the community know of its plan for the neighborhood. False rumors should be dispelled immediately if false; and if they are true, and have an adverse effect upon the neighborhood, the facts should be explained in a positive way to the community. Mr. Scott stated that one facility was badly damaged and boarded up before it was dedicated and opened because the community had heard that there was insufficient funds to continue the development of the facility when in fact this was not true. Proper dialogue with the community could have saved thousands of dollars in damages.

The "Blizzard of '78," the worst snowstorm in the history of Boston, tested the metal of all city departments as they responded in this crisis. The Public Works Department, the Traffic and Parking Department, Police, Fire, Health and Hospitals Department and so many others worked around the clock to put the city back in proper order.

Your office of Public Service and E.O.C. tirelessly and endlessly answered the call to serve the general public. During this crisis:

- a) the twenty-four-hour service responded to a total of 78,704 phone calls for services or information.
- b) the twenty-four-hour service provided food, fuel, and medication for 1,737 persons.
- c) 3,339 shuttle rides were provided to hospitals for medical treatment and to fill prescriptions.
- d) Little City Halls delivered 10,138 meals to the elderly.
- e) O.P.S. made 1,305 deliveries of food from stores to those unable to get out.
- f) O.P.S. made 5,829 referrals for fuel assistance.
- g) Little City Halls issued 12,500 food vouchers.

These services continued from February 6th until February 13th, and when it was over, O.P.S. has answered the call by providing services for 34,540 persons.

The increased number of viewers and participants at the B.A.A. Marathon presented a problem for public safety. In 1978, an estimated 500,000 people watched the marathon and over a thousand participated.

Boston employed 150 police on foot, horseback, and motorcycle. Other towns along the route supplemented their police personnel with 300 National Guardsmen.

Captain Morris Allen of the Boston Police Department coordinated security efforts with the other police detachments and the National Guard. Some of the disturbing factors considered were:

1. How to cope with the thousands entered in the race — men, women, and handicapped in wheelchairs at the start of the race in Hopkinton.
2. The throngs of people bulging into the streets at the finish line at the Prudential Center.
3. The First Aid Safety Vehicle that patrols the route finds it difficult to pass those in wheelchairs.
4. Police vehicles trying to hold back the crowd hinder the runners.
5. Danger of small children in the streets in front of adults along the route being knocked down by runners or handicapped in wheelchairs too tired to maneuver out of their path.
6. Bicycles along the route have knocked down runners and present a threat to spectators.
7. The extensive drinking of alcoholic beverages on the part of the spectators present crowd control problems as well as broken bottles in the path of many runners, some barefoot.

No serious incident was reported at the last running of the B.A.A. Marathon. However, the potential for serious injury is ever present. Crowd control still remains a major problem.

During the early part of 1978, a survey of fire escapes was completed by the combined effort of the Building, Fire and Housing Inspection Departments. It is estimated that there are 19,000 fire escapes in the city. The Building Department is enforcing chapter 802 of the Mass. General Laws which states that the owner of a building may be fined \$500 for every day in violation of inspection and certification by an engineer every five years that the fire escape is safe.

In May, the Police Department "beefed up" neighborhood patrols anticipating increased vandalism as school began to close for the summer. The police continued to crack down on public drinking of alcoholic beverages particularly among teenagers. The drive resulted in a noticeable decline in public drinking. This police effort continued throughout the summer months.

Under your leadership the city has made great strides in ensuring greater safety and health to all Bostonians. The Public Safety Commission is proud to have participated in coordinating the efforts of the various departments in public safety. Our goal is to make Boston the safest and healthiest community in America.

Respectfully submitted,
EDWARD T. SULLIVAN,
Director of Administrative Services
JOSEPH CASAZZA,
Public Works Commissioner
JOSEPH JORDAN,
Police Commissioner
MARION FAHEY,
Superintendent of Schools
FRANCIS GENS,
Building Commissioner
ROBERT KILEY,
General Manager, MBTA
EMILY LLOYD,
Traffic and Parking Commissioner
GEORGE PAUL,
Fire Commissioner
DAVID ROSENBLOOM,
Health and Hospitals Commissioner
ROBERT A. FREELEY,
Executive Secretary